



HSIN | Homeland Security Information Network

2014 ANNUAL REPORT



A Message from the HSIN Executive Steering Committee



Michael Potts
Deputy Under-Secretary,
Intelligence & Analysis
Co-Chair, HSIN Executive
Steering Committee



Frank DiFalco
Deputy Director, DHS
Operations and Planning
Co-Chair, HSIN Executive
Steering Committee

To Our Homeland Security Partners,

As an award winning leader in trusted and secure information sharing for homeland security professionals, the HSIN Program had a number of significant achievements in 2014. Whether supporting event management operations, enabling real-time communications for emerging threats and incident response, or helping intelligence analysts and public safety officials across the country to share information, HSIN continued to provide vital mission support to the entire homeland security enterprise.

The focus of our efforts in 2014 was to build on last year's successful migration to a new, more robust platform. Based on our partner's mission requirements, we added capabilities, increased functionality, and significantly improved network operations. Along the way, we launched a nationwide community for Tribal sharing, supported over 25 major events to include the United Nations General Assembly, State of the Union Address, New Year's Eve Times Square, the Super Bowl, and supported more than 820 incidents to include the West Virginia chemical spill, active shooters, and severe weather as well as hundreds of state and local activities. HSIN also partnered with the Federal Law Enforcement Training Center to expand law enforcement training options, and achieved interoperability with six DHS partners, including RISSNET® (Regional Information Sharing Systems).

All that HSIN accomplished this year was driven by users for users—the emergency manager preparing for the next hurricane, the law enforcement officer looking for the latest concealment method, or the analyst creating a vulnerability assessment. This is what makes HSIN unique. It's the users that drive functionality, and it's up to us at the program-level to continue delivering mission success. 2014 was an exciting year, and we're not stopping there.

As co-chairs of the HSIN Executive Steering Committee, we believe in HSIN and its value in protecting our nation. We are pleased to provide you with a comprehensive report about what the Program has done this year and what's in store for the future. Whether it's conducting planning activities, managing incident command, providing situational awareness, or for boots on the ground coordination, HSIN is there to get the *right information* to the *right people* at the *right time*.

Thank you

Handwritten signatures of Michael Potts and Frank DiFalco in black ink.

Table of Contents

Executive Summary	4
2014 HSIN Engagements	6
Methodology Summary	8
2014 Strategic Goals	12
Assessment Categories	
System Capability	14
Customer Satisfaction	21
Information Accessibility	26
Program Accountability	31
Policy Compliance	37
Recommendations	39

Executive Summary



The Homeland Security Information Network (HSIN) Program provides a trusted and secure environment for information sharing for homeland security professionals, 7 days a week and 365 days a year. HSIN is more than an information technology system. It is a user-driven, mission-centered homeland security platform that supports real-time collaboration for incident response, emergency management, critical infrastructure security, public health and event support operations as well as the day-to-day information sharing needs for homeland security professionals at every level of government.

Driven by real-world needs, HSIN provides stakeholders across the Homeland Security Enterprise with the situational awareness necessary to support effective and efficient collaboration for decision making. Throughout 2014, the HSIN Program worked with users to add new tools and capabilities in support of their mission needs.

Since HSIN migrated to a new, more robust platform in 2013, the Program has grown significantly, but there is still more that can be accomplished. This first HSIN Annual report is intended to help homeland security leaders as well as the boots on the ground better understand how HSIN supports mission operations today and what is in store for the future.

The 2014 HSIN Annual Report provides a detailed analysis of how the Program has matured to support users' needs as part of today's homeland security mission and lays the groundwork for establishing ongoing strategic objectives.

The Program's accomplishments in 2014 can be summarized as follows:

- HSIN successfully supported mission-critical, homeland security information sharing across the enterprise
- Homeland security professionals from all levels of government are increasingly turning to HSIN as their preferred platform for information sharing
- The stability of the HSIN platform has improved, achieving an average 99.83 percent operational uptime this year
- HSIN users expressed their satisfaction with HSIN as a secure, well-governed, responsive and policy-compliant program

As the HSIN Program continues to mature, there is still room for improvement. In coming years, it will need to continually address the following issues to make sure capabilities consistently meet user needs. These goals act as a guide for all development efforts.

- Expediting the HSIN registration process while maintaining the same high level of security and confidence in its user base
- Working with users to understand how they use HSIN so that inactive or expired accounts can be properly identified and handled appropriately
- Continuously offering new services and capabilities to maintain and increase daily and steady-state use of HSIN while meeting the evolving needs of HSIN users
- Highlighting the benefits HSIN provides to federated partners to strengthen these relationships and increase overall system use
- Providing a straightforward process for users to recommend future development requirements and ensuring that these suggestions are presented to the Executive Steering Committee in an appropriate manner

In creating this report, HSIN has established a process to thoroughly evaluate the Program and its goals on an annual basis to make sure users' needs are met and that the Program continues to follow a strategic path forward. The Program relied on in-depth feedback from users as well as detailed metrics to evaluate how successfully they accomplished their strategic goals and identifying where additional growth can be achieved.



1,100+
users log in to HSIN
each day to support
operational requirements



1,200+
new users joined HSIN
each month to access
mission-critical resources



≈465
Help Desk inquiries resolved
each week to maintain
essential operational needs



100%
of HSIN communities
now operate under a
charter, providing better
Program governance

2014 HSIN Engagements

Color Key: ■ Daily Operations ■ Events & Exercises ■ Incident Support
 Supported multiple consecutive years

january

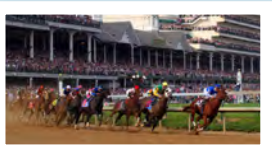
- **West Virginia Chemical Spill**
The W.Va. Division of Homeland Security and Emergency Management coordinated response operations and shared updates in real time following a massive chemical leak that left more than 300,000 people without clean water.

- **New Mexico School Shooting**
The New Mexico All Source Intelligence Center used HSIN to share information with the broader intelligence community and answer questions related to a middle school shooting.

march

- **Baton Rouge Area Violence Elimination (BRAVE) Project Partnership**
Louisiana State University researchers teamed with fusion center officials to analyze gang data in support of a new crime reduction initiative. Initial results showed an 18 percent drop in violent crime in the Baton Rouge area.

- **National Collegiate Athletic Association Men's Final Four Basketball Championship**
The North Central Texas Fusion Center worked with Federal, State and Local officials to support overall situational awareness, share information in real time and monitor daily activities throughout the 4-day event.



Thunder Over Louisville and the Kentucky Derby

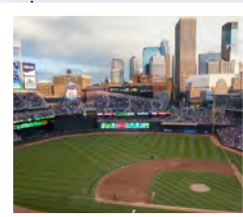
Federal, State and Local law enforcement used a central, online command post to share information with command centers and law enforcement in the field as well as access live traffic camera feeds on-demand.

- **Orange County Active Shooter Exercise**
Fusion centers worked with Federal officials to securely share real-time, event-related information between more than 250 participants during the southern California exercise.

- **Launch of Operation Strong Safety (OSS)**
The Texas Department of Public Safety is leading a multi-agency effort to prevent human and drug trafficking across the Texas/Mexico border, providing real-time incident mapping and live streaming of video feeds from aircraft to support intelligence-based decision making.

june

- **Forsyth County Court House Active Shooter Incident**
Investigators in Georgia used their i-Track capability to manage investigations and coordinate activities, making sure that every lead was followed up and gaps were closed.



- **Major League Baseball All-Star Game®**
During the five days of events during MLB All-Star Week, Federal, State and Local officials worked together to maintain situational awareness and coordinate response efforts between multiple command centers.

august



- **USA Pro Challenge**
Colorado State Police, fusion center analysts and local officials from the 11 cities covering the 550 mile race course maintained real-time communications throughout the 7-day event.

- **Multi-State Facial Recognition Community Launch**
Vetted law enforcement officials use this community to initiate facial recognition requests between participating states and fusion centers with a single click of the mouse.

october



- **Susan G. Komen® Race for the Cure**
Arkansas State and Local police and other first responders maintained situational awareness, supported real-time communications and streamed video to spot check for problems.



- **Tribal Community Launch**
A new HSIN community launched to support collaboration and situational awareness between Tribal Nations and their Federal, State, Local and Private Sector partners.



- **San Sebastian Street Festival**
In Puerto Rico, the fusion center worked with public safety officials to share information, photos and live video from security cameras and the mobile devices of field operators to support the safety of more than 300,000 attendees.

february



- **Waste Management® Phoenix Open**
For the third year in a row, public safety professionals from more than 15 organizations in the Scottsdale, Arizona area used HSIN to share tactical information concerning weather, traffic patterns, incident information and medical response requests in real time.

may

- **United States Coast Guard (USCG) Continuity of Operations Plan (COOP) Hurricane Drill**
USCG Sector Mobile simulated moving their headquarters' capabilities to their Aviation Training Center Mobile, Alabama site, ensuring continual access to critical information no matter the weather situation.

- **Kentucky Grants Program**
By creating an online training program for a required grants workshop, the Kentucky Office of Homeland Security incurred significant savings for both their State and Local agencies.



- **Presidential Visit to Orange County**
Regional law enforcement and emergency services agencies worked together to ensure security and public safety during the President's commencement address for the University of California, Irvine, at Angel Stadium in Anaheim.



- **Super Bowl XLVIII**
HSIN collaborated with the Super Bowl planning team in New Jersey to prepare for the event. On game day, the DHS Intelligence Enterprise worked with New Jersey State Police officials to quickly triage threat reports and share information seamlessly across multiple intelligence centers.



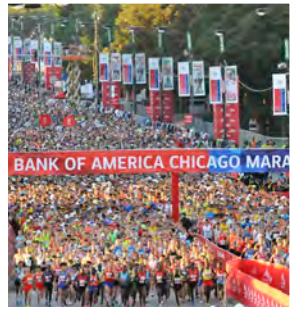
- **KONFITMA Joint Training Exercise**
During a 36-hour drill, 26 participating agencies in the Commonwealth of the Northern Mariana Islands, Guam and Hawaii worked together to support more than 11 different scenarios designed to fully stress their resources.

july



- **Annual National Governors Association Conference**
Tennessee Fusion Center analysts worked with Federal, State and Local law enforcement and homeland security personnel to provide comprehensive situational awareness, making sure the conference remained safe.

september



- **Chicago Marathon**
Law enforcement officials streamed camera feeds from police helicopters to provide a bird's eye view of the event.

november



- **GORE-TEX® Philadelphia Marathon**
The Delaware Valley Intelligence Center kept local area regional partner agencies informed about ongoing event information in real time as nearly 100,000 athletes, spectators and volunteers came together in the heart of Philadelphia.



- **Star-Spangled Spectacular**
The Maryland Emergency Management Agency supported communication and collaboration between more than 150 agencies that helped ensure the safety of more than one million attendees.

Methodology Summary

This report was developed by asking two primary questions: how well HSIN achieved its 2014 mission-critical, strategic goals and how well HSIN managed its program operations.

Answering these questions was central to understanding the success HSIN achieved in 2014 and what more needs to be done to make sure the Program is able to continually grow to meet users' evolving needs. These questions also help the Program understand why users choose HSIN and how well HSIN supports the mission of its users.

In order to answer these questions in the most comprehensive manner possible, HSIN identified four essential areas for assessment that would provide insight into whether or not the Program achieved its strategic objectives. As part of this process, the assessment team gathered relevant data from a number of sources, including a comprehensive collection of system performance data detailed in the HSIN Briefing Book, and

compiled responses from the inaugural HSIN Annual Assessment Questionnaire.

Within the four assessment areas, the HSIN Program analyzed specific data points and the results were compared to the Program's objectives inherent in its strategic objectives. The findings that came out of the process were validated by both HSIN users and managers and provided an essential guidepost for the development of a new set of strategic goals for 2015.

This report includes brief summaries of the key elements of the methodology described here along with evidence pulled from the relevant data sources to support the individual data points as part of the assessment process.

Assessment Categories and Guiding Questions

System Capability

How often is HSIN operational and accessible?

Data Point(s)	Data Source(s)
Availability, user accounts and login trends	HSIN Briefing Book
Frequency of use and requests for new features	HSIN Annual Assessment Questionnaire
High level summary of capabilities released and scheduled deployment objectives for the year	Development Roadmap and Program Integrated Master Schedule

Customer Satisfaction

Do you think the HSIN Program has effective strategic-level engagement with its user community?

Data Point(s)	Data Source(s)
Inquiries about communications of updates, outages, issue resolution and meeting mission needs	HSIN Annual Assessment Questionnaire
Users' perception of HSIN and what they would like HSIN to become	HSIN Branding Questionnaire
Help Desk Call Statistics	HSIN Briefing Book

Information Accessibility

How well can you discover and access the information that you need?

Data Point(s)	Data Source(s)
Login frequency and amount of time with a HSIN account	HSIN Annual Assessment Questionnaire
Success stories	Communications Team and Publications

Program Accountability

Are management issues, communications, requirements tracking/handling and problems handled effectively?

Data Point(s)	Data Source(s)
High level summary of strategic efforts begun and completed	HSIN Program Management Office (PMO) Rigor Tool
Functional training, trainings offered per month, attendees per class	HSIN Training Reports
Effectiveness of mission advocacy, HSIN's value to users, useful timely communications	HSIN Annual Assessment Questionnaire

Policy Compliance

Do you and your HSIN community comply with the policies developed by the HSIN Program?

Data Point(s)	Data Source(s)
Community of Interest Charters	Outreach Charter Tracker
Privacy Impact Assessments	Privacy Office

Electronic Questionnaire

To support the assessment of the Program's progress and current state, the HSIN PMO released an optional questionnaire to select users. The questions were designed to obtain feedback related to each of the five assessment categories. A summary of the questionnaire along with its purpose is below.

Goals:

- Identify requirements for new development;
- Determine the effectiveness of communications and training efforts; *and*
- Make sure HSIN policies and standards are put into practice.

Email Recipients

4,813

Total Responses

359

The HSIN Annual Assessment Questionnaire was designed to help the Program assess its progress related to the five assessment categories and their guiding questions.

The questionnaire was based on the questions outlined in the HSIN Stakeholder Management Plan and was completed on October 10, 2014. The results of the questionnaire are being used to enhance communications, development efforts, service operations and system performance.

To be eligible for selection for the questionnaire, recipients needed to have a registered and active HSIN account. At the time of release of the questionnaire, this included **29,496 users**. Once these users were selected, a representative sample was chosen to make sure that adequate response rates were achieved. This sample included registered users who had actively logged into the system five or more times since June 1, 2014. After conducting a deduplication effort, the final number of users who were eligible to receive the electronic assessment questionnaire was **4,813 users**.

Demographics of the Questionnaire Respondents:

81% Male
290 respondents

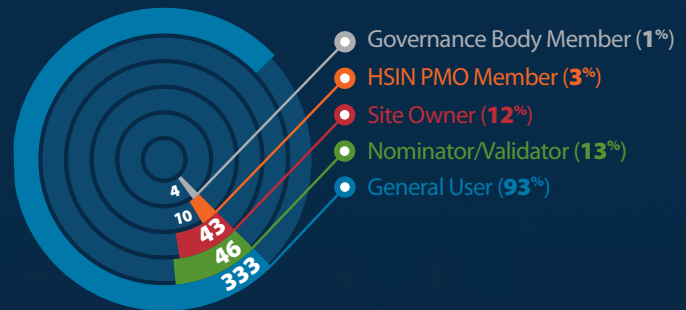


19% Female
69 respondents



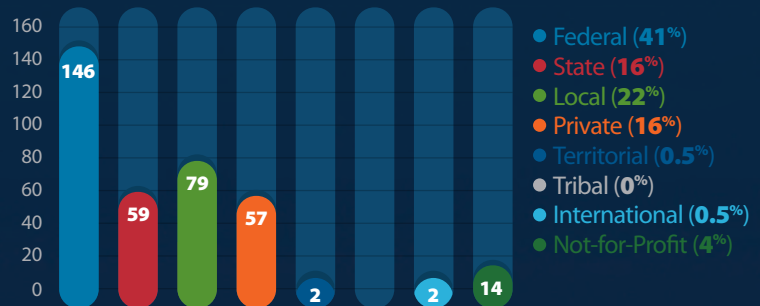
What role(s) do you possess within HSIN?

The questionnaire asked users to select as many roles within HSIN that apply to them. Of the **359** people that responded, **333** consider themselves to be General HSIN Users. The next largest role selection was that of Nominator/Validator and Site Owners.

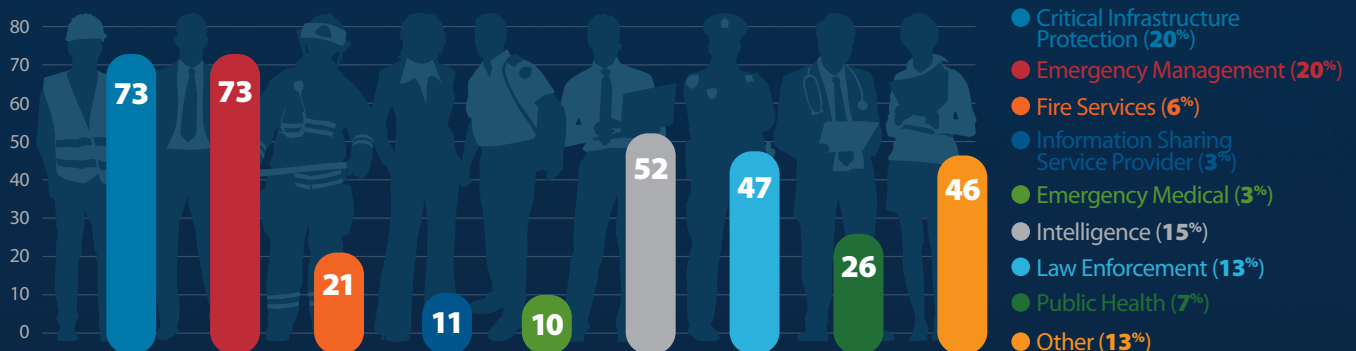


What is your primary jurisdiction type?

The majority of the respondents indicated a Federal primary jurisdiction at **41 percent**. The second largest group indicated Local jurisdictions at **22 percent**. Unfortunately, there were no Tribal representatives to respond to the questionnaire.



What is your primary homeland security mission area?



2014 Strategic Goals

At the start of Fiscal Year (FY) 2014, the HSIN Senior Leadership Team defined three goals intended to help the Program better support its users and achieve their mission objectives.

These three strategic goals provided a clear focus for the HSIN Program, helped unify the efforts of the entire HSIN team and maximize the effectiveness of available resources. Accomplishing these goals required contributions and accountability from the individual Program teams as well as outreach to HSIN communities to ensure that user feedback could inform Program activities.

Specific objectives for each goal were established and used to guide every development effort and new initiative undertaken throughout the year. Every development effort was designed to improve the Program's offering in support of the HSIN users' missions. The next page provides an overview of what was done to accomplish each objective in support of the three overarching Program goals.

Strategic Goals



Strategic Growth

Goal

Using value-driven, strategic marketing to grow the Program

Objectives

- Grow strategic sectors
- Improve positive brand

Accomplishments

- Received Government Computer News Outstanding IT Achievement in Government Award, recognizing HSIN as “the information sharing tool of choice”
- Recognized as Best Practice by DHS Information Sharing and Safeguarding Coordination Committee and a benchmark for other components
- Recognized as Best Practice by DHS Office of the Chief Information Officer’s Enterprise Business Management Office for providing added value to users through the continual implementation of lessons learned



Program Maturity

Goal

Mature organizational practices and capabilities

Objectives

- Improve program scheduling
- Reduce staffing vacancies
- Improved reporting

Accomplishments

- Implemented a charter process to identify and enforce the rights, duties and privileges of HSIN users
- Established and followed an Integrated Master Schedule for the Program to prioritize and implement capabilities and features based on known user needs
- Completed a proof of concept for a systemic reporting solution intended to help the Program and individual communities better serve users
- Posted, competed and interviewed to fill several vacant Federal positions



Innovation

Goal

Evolve HSIN to meet future information sharing needs

Objectives

- Improve system roadmap
- Continually evaluate new technologies
- Increase program flexibility

Accomplishments

- Achieved interoperability with RISSNET to more effectively serve law enforcement, emergency managers and first responders
- Simplified log in for users with DHS Personal Identity Verification (PIV) cards creating easier access to mission-critical information
- Utilized HSIN identity management services to strengthen the partnership with Common Operating Picture (COP), increasing HSIN’s user base and improving situational awareness for the entire homeland security community

System Capability

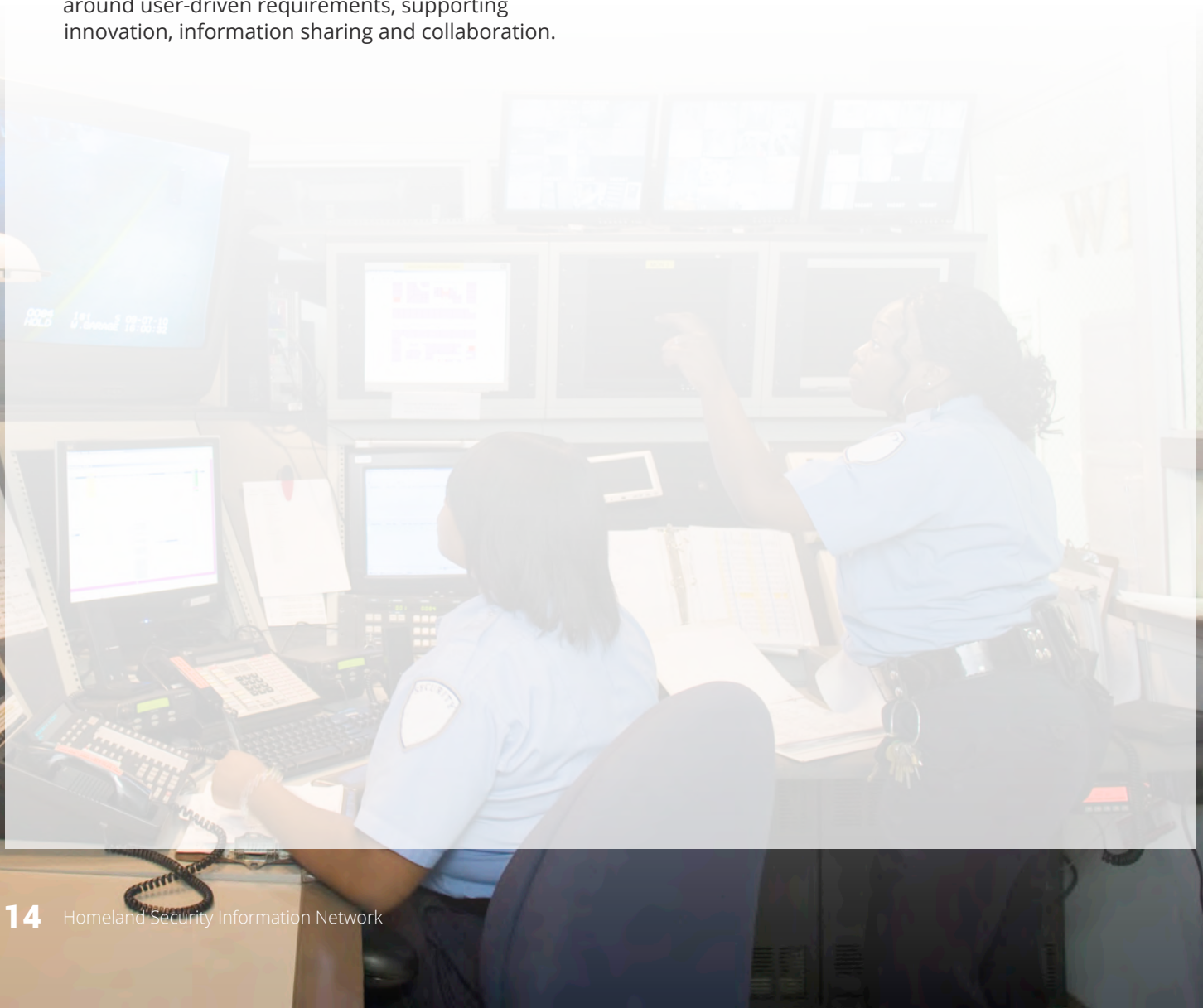
How often is HSIN operational and accessible?

HSIN creates value for its mission partners and provides integration solutions for homeland security mission areas that leverage information technology and a deep knowledge of its users' business processes. HSIN creates value by reducing mission partners' operational costs and by providing new capabilities that help to bridge technology gaps.

HSIN's Information Technology strategy is built around user-driven requirements, supporting innovation, information sharing and collaboration.

The HSIN Outreach and Mission Integration team helps partner organizations apply this technology in a manner that adds value while supporting the specific needs of users in different mission areas.

The objective of this Information Technology strategy is to make HSIN an essential part of the day-to-day information sharing needs for stakeholders across the Homeland Security Enterprise.



Major Technology Accomplishments

The HSIN team collaborated with users to ensure that development efforts aligned with their evolving needs. Through increased communication, focused user working groups, and strong relationships with stakeholders, the HSIN team was able to implement the user-desired capabilities that led to functional improvements for the Program.



Achieved interoperability with the RISSNET portal



Completed requirements for full operational capability and refined processes for continued enhancements



Simplified log in for users with DHS Personal Identity Verification (PIV) cards



Finalized decommissioning of the HSIN Legacy platform



Used HSIN identity management services to strengthen the partnership with the DHS Common Operating Picture (COP) to increase user base



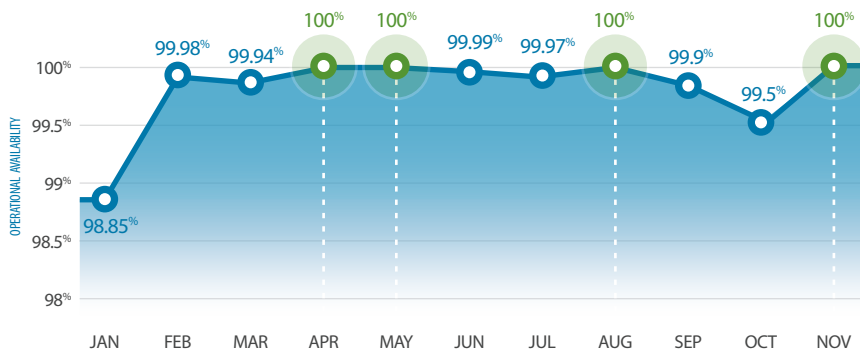
Increased formal involvement of users in the Program—from requirements through prioritization, development and testing



Improved Help Desk response times and decreased ticket numbers leading to a significant reduction in unsolved system defects, improved customer service and the implementation of network optimization solutions

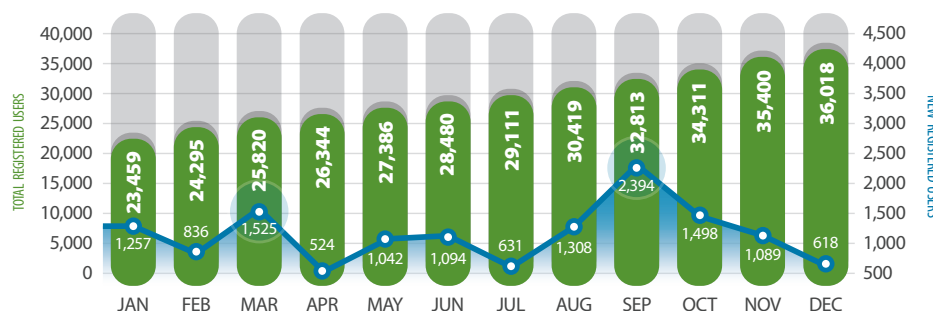
Availability

HSIN's operational availability has remained steady throughout most of 2014, averaging **99.83 percent**. The HSIN Service Operations and Development teams have been working together to continually make certain that system accessibility is at the forefront of their efforts. In 2015, HSIN users should continue to see high availability rates.



Registered Users

HSIN system usage has continued to grow throughout the past 12 months. 2014 began with a little more than **23,000 registered users**. By the end of the year, there were more than **35,500 registered users** with an average of **1,200 new users** each month.



*The December number of HSIN registered users was captured on December 11, 2014.

FLETA Joins HSIN

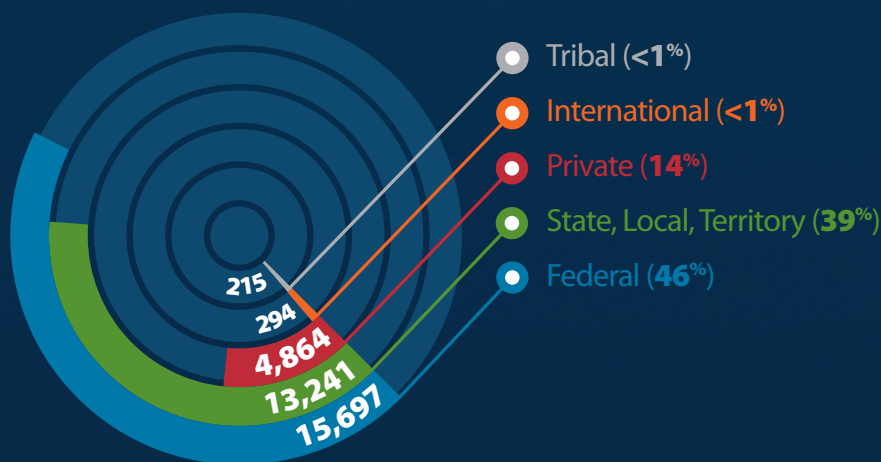
The Federal Law Enforcement Training Accreditation (FLETA) Board is the independent accrediting body for all federal law enforcement training. Though FLETA is one of the smallest federal entities, with only 7 full-time employees and 21 board members, the FLETA Board has a tremendous impact on law enforcement operations. In early February, the FLETA community went live on HSIN providing a universal and secure platform that every FLETA Board Member can access. Board Members are volunteers with separate full-time duties and responsibilities. The new community makes it easier for them to perform committee work and collaborate, while also enabling the FLETA Office of Accreditation to provide information more efficiently between Board meetings.

“HSIN will help us achieve our mission to enhance the quality of law enforcement by bridging the gap between operations and high-quality training through technology.”



Gary B. Mitchell
Executive Director
FLETA, Office of
Accreditation

User Segmentation

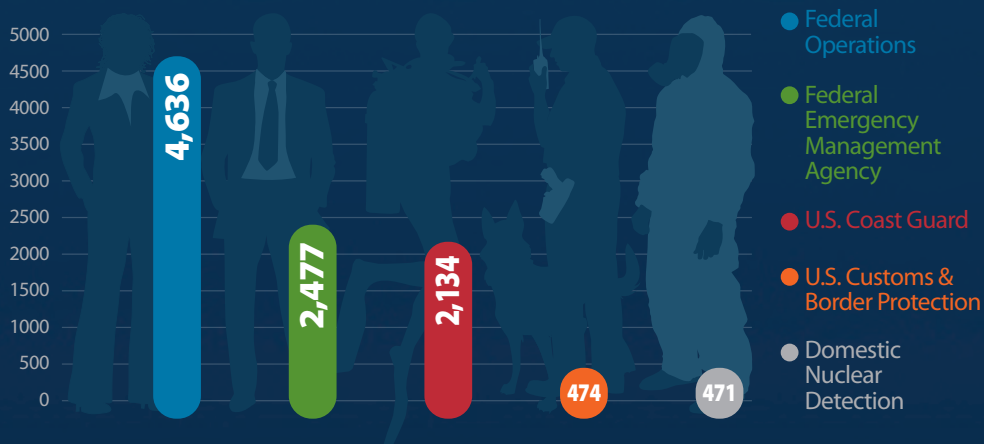


HSIN Registered Users by Sector

The HSIN user base encompasses the entire homeland security enterprise in support of emergency management, incident response and day-to-day operations. HSIN users are divided into five sectors: Federal; State, Local and Territorial; Tribal; International; and Private. The proportion of users from each sector remained fairly constant throughout 2014

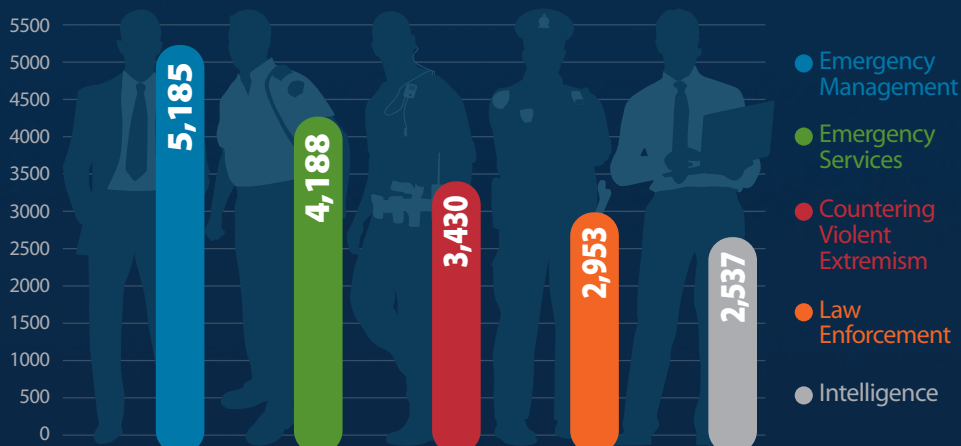
Top Five HSIN Communities for DHS Components

HSIN users belong to one or more individual communities so that coordination can occur within specific mission areas. HSIN communities are uniquely suited to each user group's job and mission focus. Within the Federal sector, the majority of users work for one of the five DHS components.



Top Five HSIN Communities Focused on Collaboration

A large number of users belong to one or more collaboration-focused communities that include Federal, State and Local users. These mission-focused communities deal with emergency management, law enforcement, intelligence and other homeland security mission areas.



Locations with the Most Registered HSIN Users

HSIN usage continues to expand throughout the United States with State and Local authorities incorporating HSIN into their operational tool set to a greater degree than in the past. Washington D.C., Virginia, Texas, California and Washington represent the top five locations with the most users.



HSIN Helps Provide Situational Awareness for Annual National Governors Association Conference

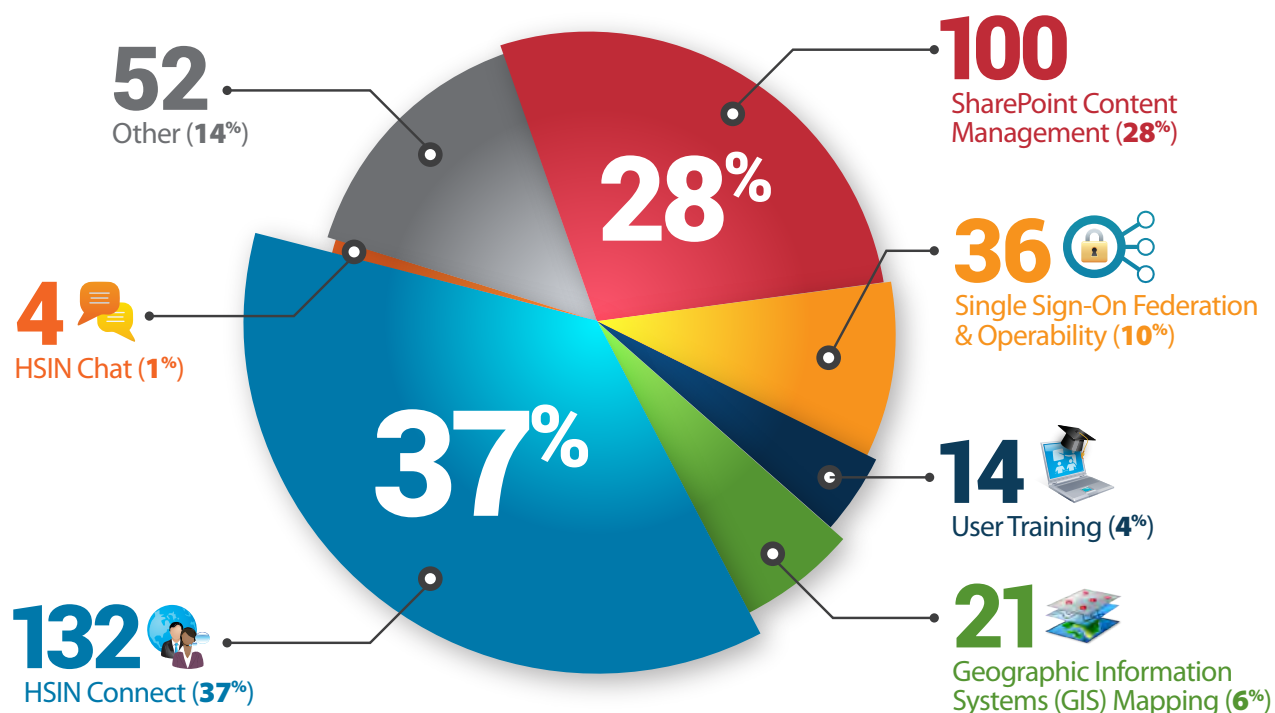
In July, governors from across the United States gathered in Nashville, Tenn., for the National Governors Association annual summer meeting. These meetings provide the opportunity for governors to share best practices, share ideas and develop innovative solutions to improve state government. Using HSIN, the Tennessee Fusion Center (TFC) worked with Federal, State and Local law enforcement and homeland security personnel to provide comprehensive situational awareness and ensure the conference remained safe and productive.

“HSIN is a valuable tool that allowed us to connect different information streams together into a central location and provide timely updates to the command staff.”

James Cotter
TFC Director

Features that Matter to Users Today and in the Future

Of all of the tools and features available on HSIN, users that took part in the HSIN Annual Assessment Questionnaire chose HSIN Connect as the most used feature, with **37 percent** selecting it. The second most used feature provides the foundation for the entire HSIN platform, SharePoint® Content Management was selected by **28 percent** of respondents as their most often used feature of HSIN.



West Virginia Launches New School Safety Capability

The launch of the W.Va. Safe Schools community on HSIN is the culmination of four years of collaborative work between the W.Va. School Building Authority, Division of Homeland Security and Emergency Management (DHSEM) and the State Police. Subject matter experts worked with first responders and school officials in all 55 W.Va. counties to develop detailed vulnerability assessments and crisis response plans for every school. This information and more was compiled using HSIN to develop a comprehensive resource designed to enhance collaboration and improve response capabilities in the event of an emergency at a school.

“...it just made sense to use HSIN for an initiative of this magnitude. HSIN is more than a simple repository of data. The platform provides the resources we need for collaborative incident and emergency response operations.”



Jimmy Gianato
Homeland Security Advisor
W.Va. DHSEM Director

New Features for the Future

While HSIN added many features and tools for users in 2014, there are still more that users would like to see added.

Fifty-nine percent of participants responded to this question and suggested the following features they would like to see added to HSIN:



Accessibility

- Easier to log in to the network
- Easier to request access to communities



Content

- Increased value of content posted
- Detailed and real-time analysis and assessments



Data Sources

- Data from law enforcement and intelligence databases
- Critical Infrastructure and Key Resources (CIKR)



Functionality

- **Geospatial:** dynamic updates
- **Mobility:** enhance mobile applications and provide a mobile app for iOS devices
- **Search:** better search function
- **Reporting:** addition of auditing and analytical tools



Training

- Ability to create community-specific training
- More detailed and in-depth reporting on how to utilize HSIN
- Mission-related training



Usability

- Ease of navigation
- Simplification of navigation and sites
- User-friendly graphical user interface



Looking Ahead

HSIN has regularly updated its business model to reflect user needs and support growth. In 2015, HSIN will continue this pattern to take advantage of new information sharing opportunities and pursue new possibilities for collaboration, interoperability and technology infrastructure. HSIN should expect to see new capabilities focused on the requirements of their individual mission areas along with ongoing support from the HSIN Outreach and Service Operations teams.

Customer Satisfaction

Do you think the HSIN Program has effective, strategic-level engagement for its user community?

Customer satisfaction is important to every member of the HSIN team and is an integral part of every HSIN business process. Every day, the HSIN team comes to work with a passion for upholding the homeland security mission, taking great pride in knowing that what they do makes a difference. The HSIN Program Management Office includes 22 federal employees and is augmented by contractor support—each of whom brings deep

insight, knowledge and expertise that coincide with the needs of HSIN users.

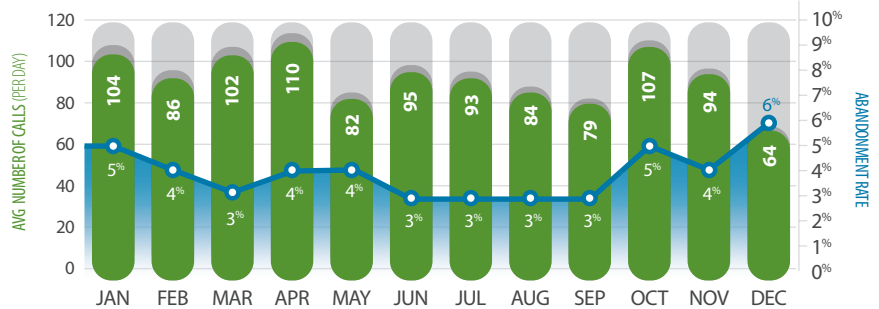
In 2014, HSIN continuously sought user feedback to improve customer satisfaction. Achieving high satisfaction levels have become not only a goal, but a standard within HSIN. Based on a number of metrics, it is clear that customer satisfaction remained strong in 2014.



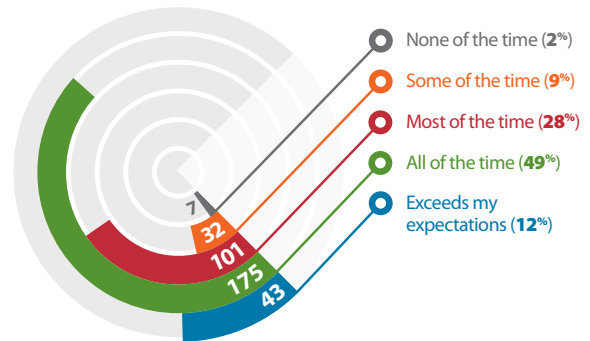
Resolving Your Issues

The HSIN Help Desk regularly measures a number of different performance indicators to align their performance with user needs. As part of this process, HSIN Service Operations managers monitor the Program's progress toward Information Technology Infrastructure Library¹ (ITIL) guidelines. ITIL is a widely accepted approach to IT Service Management, which promotes the alignment of IT services with the needs of the business and its core processes. For HSIN, this means resolving issues more quickly to support users' operational requirements.

A quick response time is a key metric for the HSIN Help Desk. Each day, the HSIN Help Desk receives an average of **99 calls** with an **average of 6 abandoned after 2 minutes** and **49 seconds** hold time. The calls and other ticketing methods result in an average of **465 tickets** opened each week with about the same number closed.



HSIN is committed to continually improving customer support to provide the best user experience possible. During major incident management operations, this requires immediate resolution to issues as they arise. To measure this, HSIN asked users if problems and issues were “dealt with in a timely manner from the HSIN Help Desk, Mission Advocates and HSIN Program Management Office?” Nearly half of all users that responded, **49 percent**, said their problems and issues were quickly dealt with “all of the time.”



¹ What is ITIL? (<https://www.axelos.com/what-is-til>)

User-Driven Collaboration

Unlike other systems, HSIN is completely user driven. HSIN users have the ability to access and share vital, sensitive information and share it in a secure environment. This level of information sharing breaks down the old model of organizational silos and is critical to combating criminal activity, such as gang and border violence, drug trafficking and terrorism.

In Tennessee, HSIN is the information sharing hub with dedicated sites for specific areas of responsibility, including the highway patrol, fire and emergency services as well as focused working groups. The Tennessee Law Enforcement sites in particular enable patrol officers access to information that they would not otherwise have access to from the field. Other departments, like the drivers' licensing division, use HSIN to save time and money for regularly scheduled meetings with attendees from across the state.

“HSIN is so much more than just information sharing; it is a platform to share resources and expertise.”

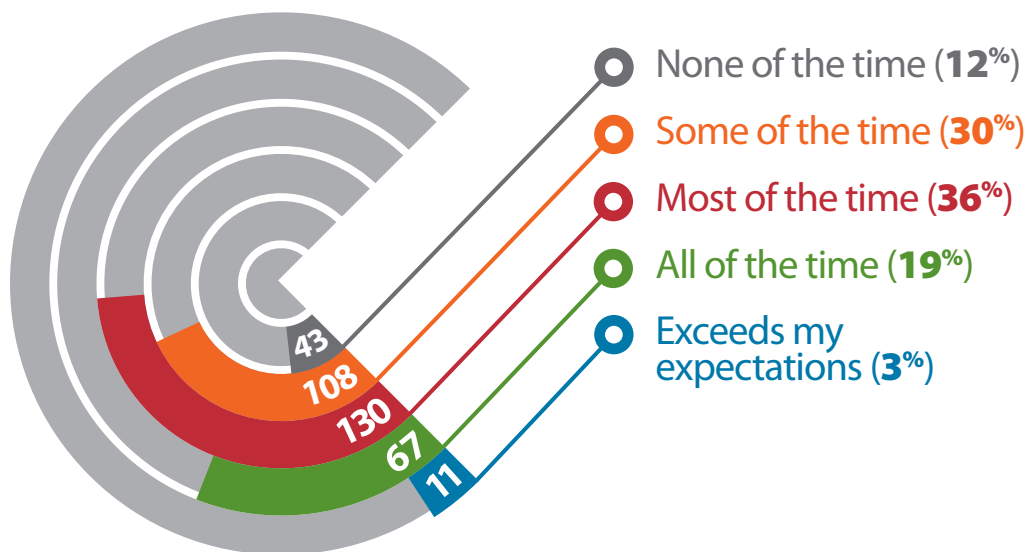


Lindsey Johnson
Intelligence Analyst,
Tennessee Fusion
Center
HSIN Advisory
Committee Member

Valuing Your Partnership

In 2014, HSIN continued on its path of strategic growth, maturity and innovation. Achieving these goals required the trust and partnership of HSIN users and stakeholders. In the HSIN Annual Assessment Questionnaire, users were asked if they agreed with the following statement: “I feel like a valuable partner to the HSIN Program and my advice/recommendations are heard and provided consideration.”

A clear majority, **58 percent**, replied that they are a valuable partner to the HSIN Program most of the time, all of the time or that HSIN exceeded their expectations.



Public Health: Part of the Solution

There are times when healthcare professionals identify unusual illness or disease clusters that may turn out to be criminal in origin. In those cases, it is imperative to have open lines of communication with fusion centers, law enforcement and other emergency service professionals. HSIN provides a natural avenue for this type of cooperation.

When a health crisis does threaten the public, HSIN provides additional options to share information with specific groups. For example, during the H1N1 flu pandemic in 2009, the public health community was providing guidance on many serious concerns, including how the transportation industry could potentially affect the spread of the virus. Using HSIN, we were able to actively alert not only our community, but also push the Center for Disease Control's guidelines specifically to transportation industry leaders in the critical sectors community.

“HSIN provides tremendous potential to bring together diverse groups, such as fusion centers, emergency services, utilities and, of course, public health professionals”



Erin Mullen
Executive Director of
RX Response
HSIN Advisory
Committee Member

Feedback from Users

In the summer of 2014, the HSIN Program worked with more than 60 governance body members, veteran HSIN PMO team members, Mission Advocates and “super users” to solicit input on the HSIN platform and create a meaningful, realistic message about HSIN’s unique value.

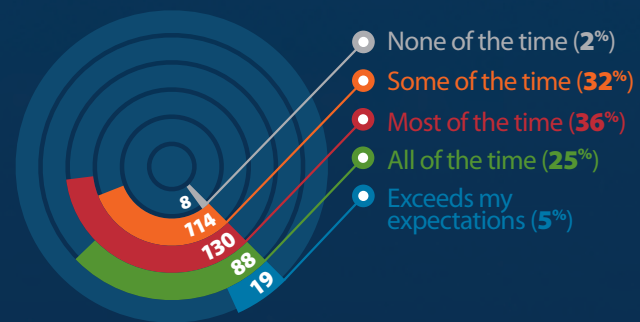
HSIN’s Best Accomplishment:

Supporting daily operations like investigations and intelligence analysis.

Supporting Mission Needs

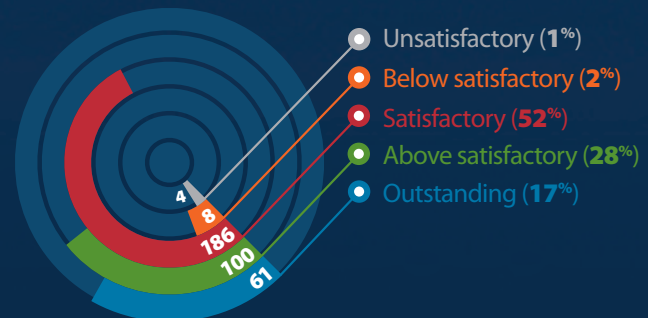
HSIN asked users if they agree with the following statement: “HSIN supports my mission’s needs.”

More than **65 percent** responded that HSIN supports their mission’s needs most of the time, all of the time or that HSIN exceeded their expectations.



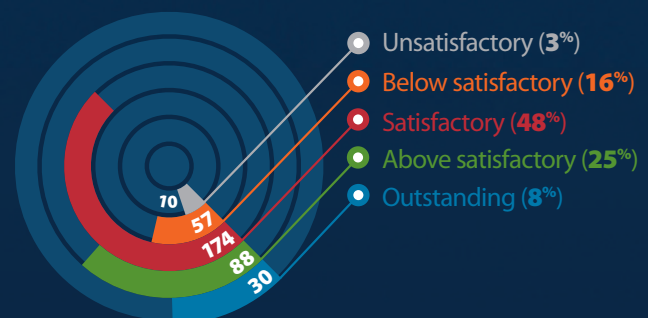
System Updates, Outage and Status Communication Satisfaction

An overwhelming **97 percent** of the users asked said that HSIN communicates with them concerning updates, outages and other topics at satisfactory, above satisfactory and outstanding levels.



Look and Feel

As a web-based platform, it is crucial that the layout, design and usefulness of HSIN is acceptable for every day users. The majority, **81 percent**, of those questioned said that they feel these elements of HSIN are satisfactory, above satisfactory or outstanding.



HSIN: Integral to USCG Planning

HSIN is an integral part of the Coast Guard's planning effort for any major event, incident or exercise—and has been for several years. HSIN provides a common platform for multiple users from multiple agencies to collaborate in a Sensitive But Unclassified (SBU)/For Official Use Only (FOUO) environment. The utility of HSIN lies in its security, ease of access (once an account is established), ease of use, availability of the HSIN Chat tool, the availability of HSIN Connect and, ultimately, its low cost to the unit and the Coast Guard.

“HSIN provides a common platform for multiple users from multiple agencies to collaborate.”



RDML Robert E. Day Jr.

Assistant Commandant for Command, Control, Communications, Computers and Information Technology (C4IT)
Commander, Coast Guard Cyber Command

2014 Best of HSIN Award Winners

The inaugural Best of HSIN Awards program successfully highlighted the innovative practices and exceptional help HSIN communities provide to their users. This annual program will continue to be a staple within the HSIN Program for years to come.

The winners included:



HSIN Intelligence



Multi-State Facial
Recognition
Working Group



United States Coast
Guard (USCG) District 13
Command Center

Honorable Mentions:

- USCG Border, Inshore, Coastal, and Offshore Maritime Domain
- HSIN Critical Infrastructure – Dams Sector



Looking Ahead

With the completion of the HSIN Annual Assessment Questionnaire, the Program has developed methods to get the most value from its customer satisfaction research program.

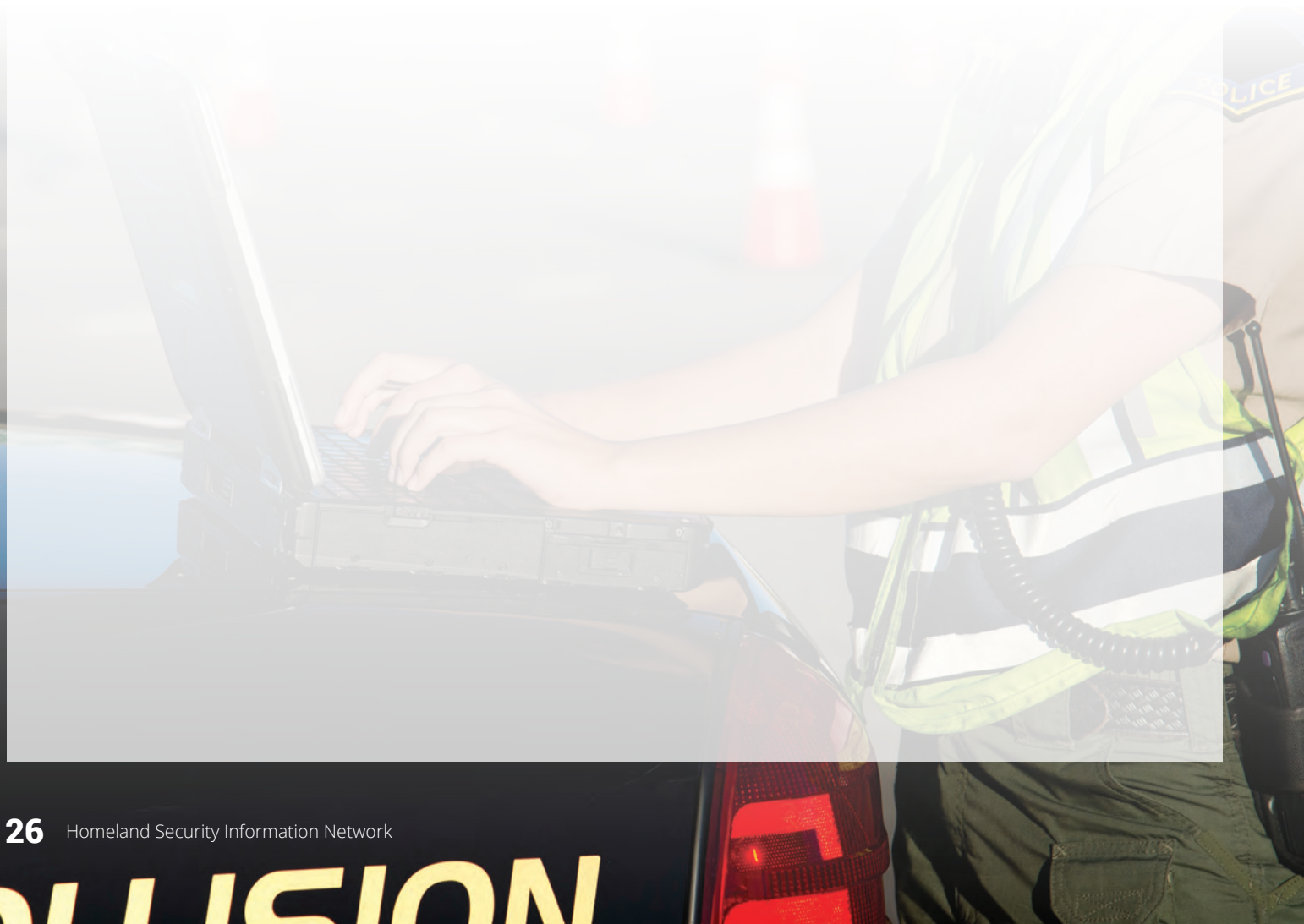
- Sharing the results with every workstream so that the entire HSIN team understands and is aware of what HSIN users are saying in order to make improvements in the upcoming year.
- Closing the loop with everyone that provides feedback to let them know that HSIN received their input and is taking action—whether that action is short- or long-term for the Program.
- Measuring user satisfaction and requirements to maintain a user-focus and help ensure the success of the Program.

Information Accessibility

How well can you discover and access the information that you need?

HSIN was created to support information sharing between homeland security mission partners, to help them find the information they need, when they need it. If users are not able to find the data they need, they will not be able to gather, analyze and distribute the information to their stakeholders or achieve their mission objectives. The most effective way to ensure that users can locate the information they want is to make sure that HSIN communities are using the SharePoint functionality accurately and efficiently.

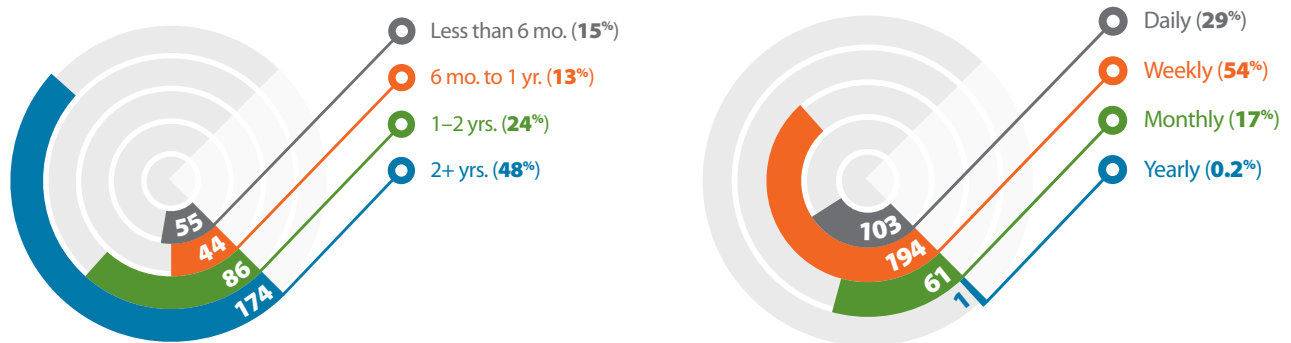
The positive impact of information sharing was very apparent in 2014. Using HSIN, more than 20 Joint Intelligence Bulletins were shared across the law enforcement professional community. These bulletins raised awareness and included critical information to prevent, mitigate or respond during events like the shootings in Ottawa, Canada, various cyber intrusions and threats from the terrorist group ISIL (also known as the Islamic State).



Using HSIN Regularly

In the HSIN Annual Assessment Questionnaire, users were asked how long they have been a HSIN user or associated with HSIN. The vast majority of those questioned, **72 percent**, said that they have been a HSIN user or associated with HSIN for one or more years. Additionally, **83 percent** stated that they log on to HSIN at least once a week, with **29 percent** logging in daily, to share information and collaborate with other mission partners.

The high number of repeat users is a testament to the fact that HSIN is providing training and best practices for communities to provide easy access to information that is relevant to the user's mission needs.

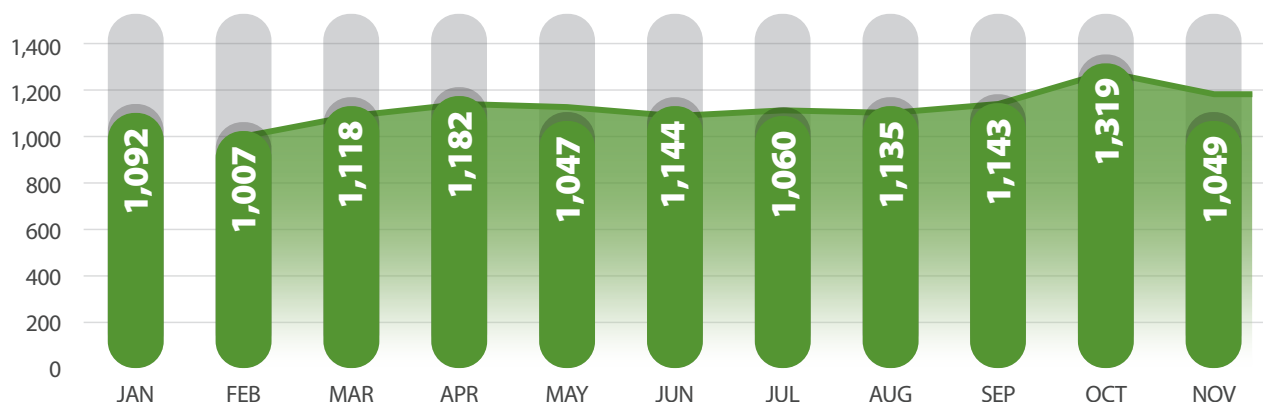


Accessing Needed Information

On average, more than **1,100 users** log in to HSIN each day to access vital resources in support of their operational missions. The HSIN users that took part in the HSIN Annual Assessment Questionnaire represent **9 percent** of the daily unique logins for HSIN.

The number of daily unique logins represents only **1.9 percent** of the total registered HSIN user base. In 2015, HSIN will be working to better understand the reasons behind this usage strategy and what can be done to increase this number.

Average Unique Daily Logins



Expanding HSIN through Federation and Interoperability

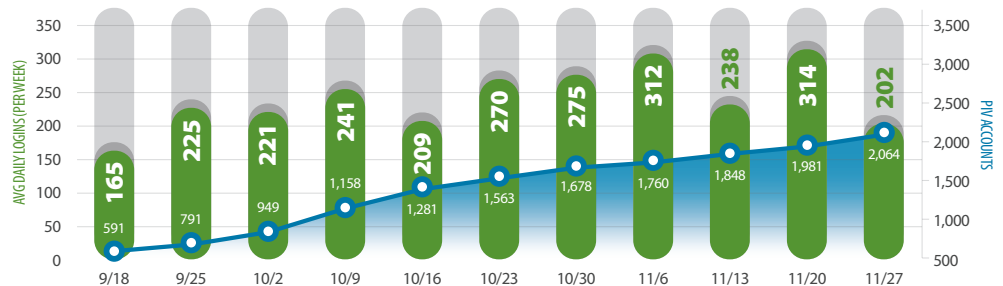
Since the federation with RISSNET went live, users accessing HSIN with their RISS credentials has steadily grown. This is a promising trend for the relationship between RISS and HSIN, but also future federation activities.

Average Daily Logins per Week (RISSNET)



Since early September 2014 when DHS users began being able to access HSIN using their PIV cards, more than **2,050 users** have taken advantage of this new feature. A steady increase in the number of DHS PIV card holders is a key sign that users across the Department are finding value in HSIN and the information that is available for them.

Average Daily Logins per Week (PIV Accounts)



NORAD-USNORTHCOM Relies on HSIN to Stay Informed

The North American Aerospace Defense (NORAD) – U.S. Northern Command (USNORTHCOM) Interagency Coordination Directorate (N-NC/J9) is part of a bi-national command between the U.S. and Canada. The N-NC/J9 works with civilian and military agencies to share information and expertise in support of security and defense activities. Within the N-NC/J9 team are four “information brokers” who rely on HSIN information to generate the USNORTHCOM daily briefing. They gather the latest news and events from partner agencies to contribute to the daily report for USNORTHCOM leadership. For them, HSIN is the single best place to access raw data and intelligence. “HSIN provides one-stop access for information,” explained Carrol Harvey, chief, Synchronization Branch. “Without HSIN, the USNORTHCOM daily briefing would take a lot more time and effort to prepare. With the efficiency HSIN brings to our team, we are able to better apply our limited resources.”

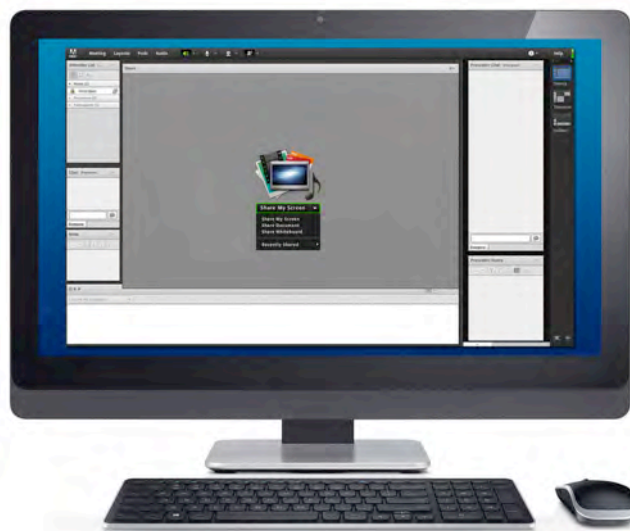
“HSIN provides one-stop access for information. With the efficiency HSIN brings to our team, we’re able to better apply our limited resources.”

Carrol Harvey
Chief, Synchronization
Branch, USNORTHCOM

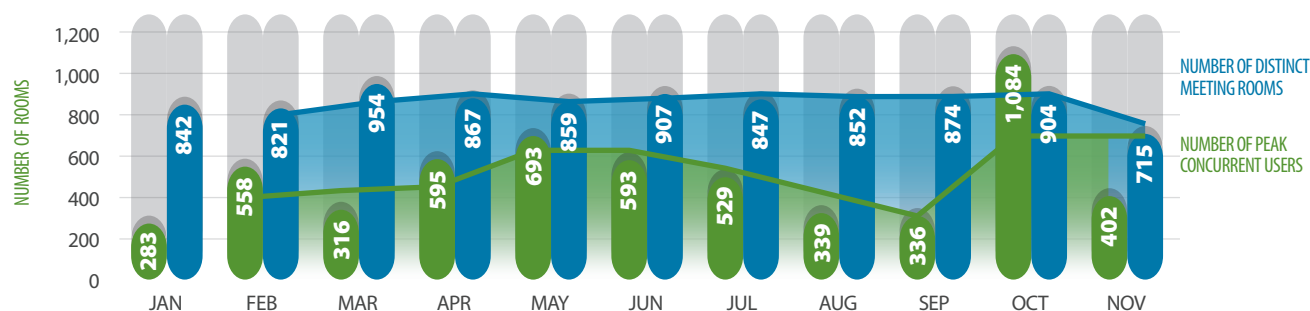
Connecting with Users

HSIN users have access to HSIN Connect, a web-based screen sharing application from Adobe®. HSIN Connect makes it possible for users to host and participate in virtual meetings online and share documents, briefing slides and other electronic media from their desktop.

Throughout 2014, use of HSIN Connect has remained steady with an average of **858 distinct meeting rooms** each month and an average of **521 users** on HSIN Connect at the same time. This leads the HSIN PMO to believe that HSIN Connect is one of the most valuable features available within HSIN. In any given month, there is a **50 percent** likelihood that a HSIN user uniquely logging into HSIN is also logging in to a Connect session.



HSIN Connect Access



HSIN Helps Ensure Safety at the Star-Spangled Spectacular

The Star-Spangled Spectacular included a packed schedule with activities taking place in downtown Baltimore, at Fort McHenry and across Baltimore County. With baseball games, period reenactments, a carnival and the Blue Angels flying around the masts of the tall ships moored in the bay, the festivities hit their peak on the final weekend of the event and were capped off with an extraordinary fireworks display stretching from Fort McHenry to Baltimore's Inner Harbor and beyond. Ensuring the safety and security of so many activities and visitors across such a large area was no easy task. HSIN played a central role in communications, helping more than 150 different agencies work together to make sure every visitor could enjoy themselves without worry.

“HSIN was a great tool for providing overall situational awareness and a dedicated common operating picture that was accessible to anyone we felt needed access.”

Kyle Overly
Maryland Emergency
Management Agency

Training HSIN Users

As a vendor-independent provider of IT training, HSIN works to provide users with job-focused, hands-on learning experiences that best meet their needs. HSIN Training designs courses to provide users an unbiased perspective of both the strengths and limitations of every HSIN solution, including SharePoint 2010 and Adobe. Drawing from the expertise of our instructors, each course incorporates multiple points of view concerning HSIN solutions. To meet the needs of HSIN users and their time constraints, HSIN course offerings include both instructor-led and computer-based options.



Instructor-Led Training

Current instructor-led courses include Nomination and Validation Training, and Site Owner Training and are offered via HSIN Connect.

Site Owner Training

The Site Owner course is an online hands-on training course that requires registration and is limited to eight seats per class. Each instructor-led course has presentations and Quick Reference Guides (QRGs) to help users better understand the features covered in the course. Through the first 10 months of 2014, there were **2 site owner training courses** offered per month.



Computer-Based Training

The current computer-based training (CBT) courses, self-paced for your own convenience, are End User Training and Manual Identity Validator (MIV) Training. Each CBT has videos, presentations and QRGs to help users better understand the features covered in the course. On average, **13 HSIN users** completed a CBT course through 10 months of 2014.



Looking Ahead

The mission of HSIN is to provide stakeholders across the Homeland Security Enterprise with effective and efficient collaboration for decision making, secure access to data, and accurate, timely information sharing and situational awareness. HSIN has successfully created training that makes it possible for mission partners to access the information they need, when they need it. Every day, veteran and new users are coming to HSIN for their data analysis, collaboration and information sharing needs.

Program Accountability

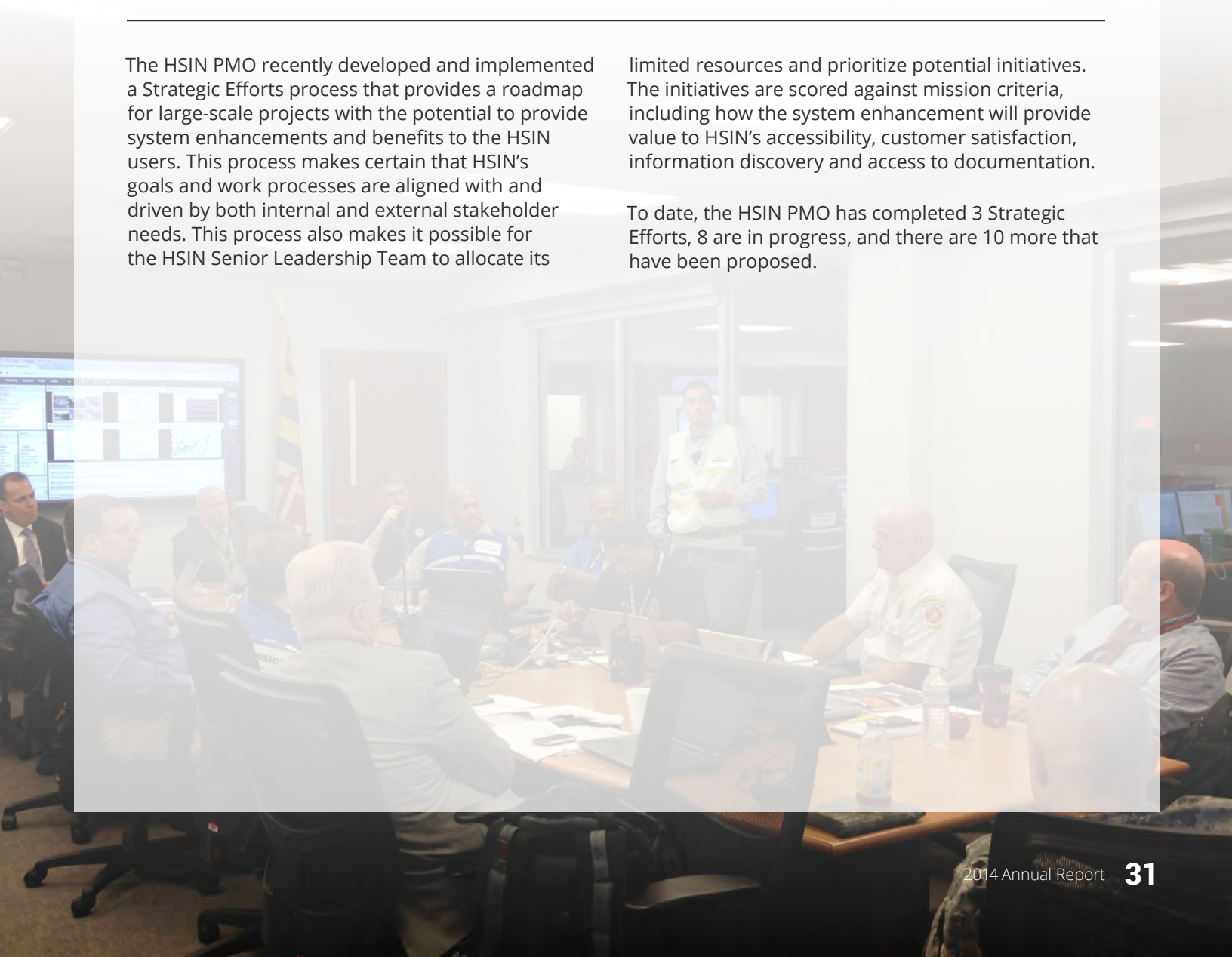
Are management issues, communications, requirements tracking and problems handled effectively?

In order to be successful, the Program needs to consistently increase the business value it provides to users. The HSIN PMO is central to this effort.

The HSIN PMO recently developed and implemented a Strategic Efforts process that provides a roadmap for large-scale projects with the potential to provide system enhancements and benefits to the HSIN users. This process makes certain that HSIN's goals and work processes are aligned with and driven by both internal and external stakeholder needs. This process also makes it possible for the HSIN Senior Leadership Team to allocate its

limited resources and prioritize potential initiatives. The initiatives are scored against mission criteria, including how the system enhancement will provide value to HSIN's accessibility, customer satisfaction, information discovery and access to documentation.

To date, the HSIN PMO has completed 3 Strategic Efforts, 8 are in progress, and there are 10 more that have been proposed.



Strategic Efforts

The three completed Strategic Efforts that have impacted the Program's activities include:



Infrastructure as a Service

This effort provided the opportunity for HSIN to evaluate other infrastructure environment options and determine whether HSIN should continue to use IT infrastructure in Data Center 2 (DC2) or pursue other options. This effort resulted in a decision to remain in DC2, which eliminated the associated risks of transferring HSIN's infrastructure platform to another environment. The HSIN Program saved ample funding that was then redirected to development activities and technical resources which were redirected to the estimated and set-aside time for implementing new user-requested capabilities.



HSIN Environments

This effort sought to promote a shared understanding of the current set of environments, how they're used and who has access, as well as any existing gaps in capabilities. The white paper also included a section for proposed environments, including a test environment and a disaster recovery site. The white paper will be used as the initial starting point for future environments work.



HSIN Learning Management System (LMS)

The effort was focused on setting and approving the strategy for the future development of an enterprise-wide online campus to be managed and operated by the Federal Law Enforcement Training Center (FLETC). This effort leveraged the existing partnership with FLETC to maintain this service offering and take advantage of HSIN's information sharing portal and authentication service.

Two highly impactful Strategic Efforts that are currently in progress include:



Registration

Feedback from the users and help desk metrics demonstrates that there are problems with the HSIN user registration process. For example, **24 percent** of Help Desk time is spent assisting registrants. As a result, HSIN formed an integrated project team (IPT) to clarify how HSIN can make user registration faster and more flexible. The IPT will deliver a vision and design document that maps this out with a goal of launching a new registration process by the end of 2015.



Reporting

The reporting strategic effort is comprised of a group of subject matter experts who are dedicated to finding and implementing the right reporting solution based on user requests, requirements and internal programmatic needs. The reporting solution will provide the requested metrics in a timely manner with minimal manually-intensive activities. In 2015, the first reports will be successfully pulled, compiled, produced and delivered.

HSIN User Community Trends

The HSIN PMO conducted a strategic effort in mid-2014 to better understand the current HSIN user base and usage trends. The project team used both qualitative and quantitative metrics to categorize all of HSIN's engagements. This process helps identify and focus efforts in mission areas that are underrepresented. Focusing on the top three types of HSIN managed paths based upon all site (top level and sub-site) number of users, included:

Collaboration-Based

Of the 157 collaboration-based communities and their sub-sites, the top 5 include **76.9 percent** of the total users.



5,185

Emergency Management



4,188

Emergency Services



3,430

Countering Violent Extremism and Active Shooter Web Portal



2,953

Law Enforcement



2,537

Intelligence

State, Local, Territorial, Tribal (SLTT)

The top 5 SLTT communities and their sub-sites include **37.5 percent** of the total users for these 424 communities.



2,472

Louisiana



1,376

Tennessee



1,316

New Jersey



1,291

Washington



1,029

West Virginia

Department of Homeland Security (DHS)

There are 271 DHS communities on HSIN with the top 5 communities and their sub-sites making up **83 percent** of the total users.



4,636

Federal Operations



2,477

Federal Emergency Management Agency



2,134

U.S. Coast Guard



474

U.S. Customs and Border Protection



471

Domestic Nuclear Detection Office

² Metrics are derived from the Daily Nomination/Validation Export List; Baselined on June 30, 2014. Metrics only included those users that had profile status of Approved and Profile in Progress. Unique members refer to the uniqueness of a person to a top level site.

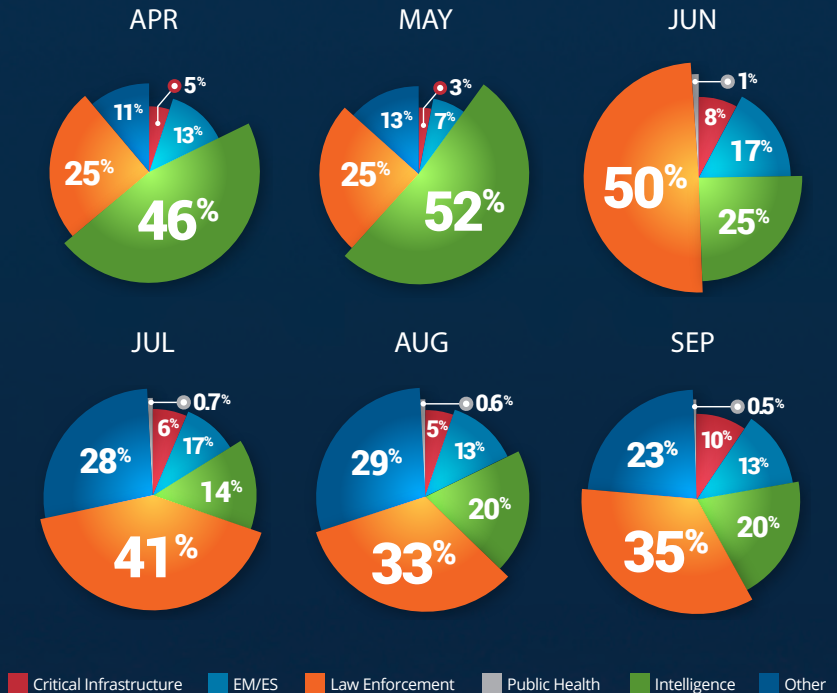
Mission Advocate Interactions

Mission Advocates (MAs) work with HSIN users and communities every day to support their needs and help them get the most out of HSIN. Interactions include, but are not limited to: general outreach, site maintenance requests, events and conference calls.

Over a 6-month timeframe, MAs have provided support to:

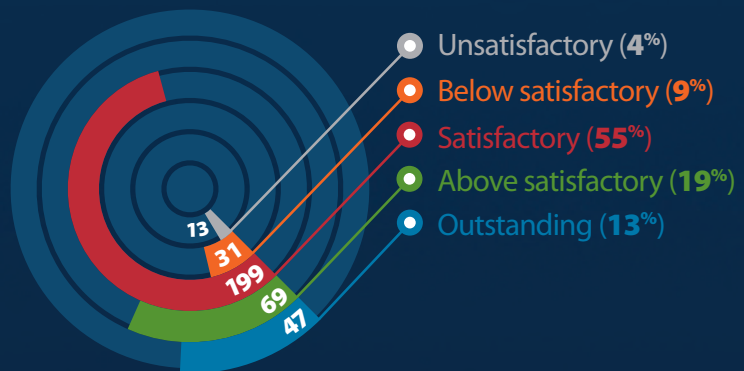


The specific breakdown is provided in the charts below.



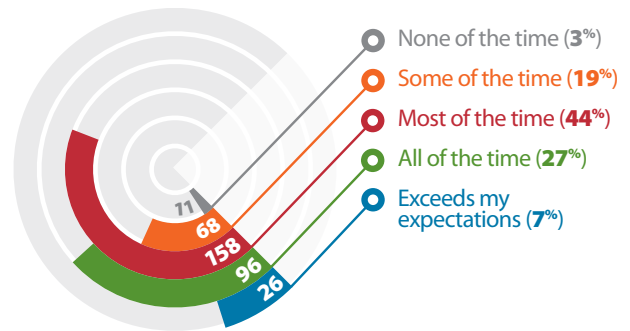
The HSIN Annual Assessment Questionnaire asked users, "How well is your HSIN Mission Advocate performing, interacting and engaging with you and your community?" More than half replied that their interactions with their MA are satisfactory while **32 percent** said that their interaction were above satisfactory or outstanding.

The HSIN Program is moving toward a Focused Mission Growth strategy that will help increase customer focus in 2015. This will be an area of intense focus for the HSIN Outreach Team and revaluation of this metric will take place quarterly in 2015.



Useful and Timely Communications from the HSIN PMO

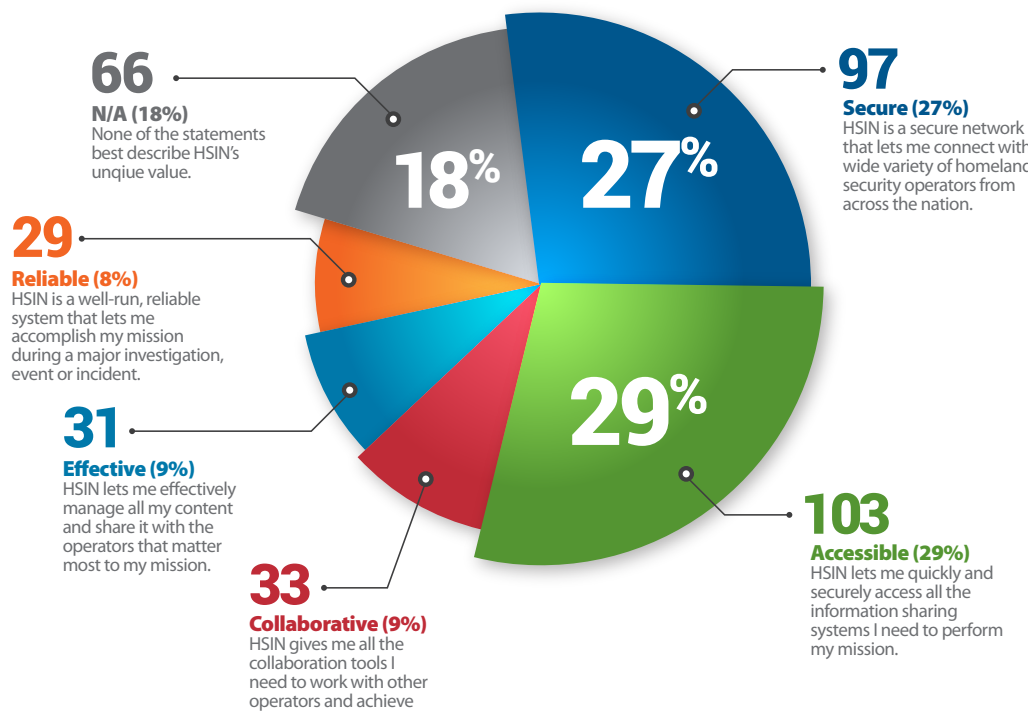
Communication with end users is a vital part of any IT platform. HSIN asked users if they agree with the following statement regarding HSIN Communication, "The HSIN Program delivers communications that are useful and timely." More than **70 percent** replied that HSIN delivers useful and timely communications "most" or "all of the time." As a result, the HSIN PMO believe they are providing successful communications products, publications and notifications for HSIN users.



HSIN's Unique Value

HSIN asked users which statement best describes HSIN's unique value to them and to users like them. The majority, **29 percent**, said "HSIN lets me quickly and securely access all the information systems I need to perform my mission." A close second was "HSIN is a secure network that lets me connect with a wide variety of homeland security operators from across the nation" with **27 percent** of responses.

Surprisingly, **18 percent** replied that none of the statements best describe HSIN's unique value. In 2015, HSIN will dedicate time to the types of users that selected this option to better understand the entire HSIN user landscape and what the true unique value is to users from this demographic.





Looking Ahead

The HSIN PMO will continue to evolve to meet user needs throughout FY 2015 and provide an increased focus on strategy, innovation, agility and stakeholder engagements. Developing expertise in organizational change management will be essential to HSIN's success.

Policy Compliance

Do you and your community comply with the policies developed by the HSIN Program?

In 2014, the HSIN Program not only complied with all policies, but also implemented systems to ensure that users understand their rights and that each HSIN community's operational strategy is clearly defined. In addition, the HSIN Program continued to work closely with users and members of the HSIN governance bodies to solicit feedback and make sure that Program activities align with user needs and mission requirements.



A Governed Network

All HSIN communities are now governed by a Charter of which 156 have developed and implemented a customized Charter. Governance of HSIN communities by Charter ensures that all users know their rights, duties and privileges within a given collection of sites, and accountability of site owners to their missions and users.



Active Governance

The HSIN Executive Steering Committee (ESC), HSIN Advisory Committee (HSINAC) and HSIN User Working Group (HUWG) Subcommittees met regularly in 2014. The ESC prioritized HSIN's 2015 development plan. The HSINAC helped the Program define its vision and branding for the future and also helped develop a new Tribal community. And, the HUWG routinely offered feedback and validation to major issues like streamlining user registration, new communications messaging and mobile application requirements.



Privacy Compliant

HSIN maintained full compliance with all Departmental privacy requirements in 2014 by updating its User Accounts Registration Privacy Impact Assessment to account for its new interoperability relationships with RISSNET and the National Information Exchange Federation.



Looking Ahead

To further ensure policy compliance, HSIN will continue to enforce governance controls over HSIN users and their communities, setting standards for conduct on HSIN. The Program will also continue to rely on its governing bodies to make certain that major, programmatic issues are brought to the forefront for discussion and voting. HSIN will also look at updating the HSIN Terms of Service to ensure that the Program is privacy compliant.

Recommendations

Upon examination of the progress made toward the strategic goals of FY 2014 and analysis of the system data across calendar year 2014, the HSIN Senior Leadership Team established strategic goals for FY 2015.

Plans for FY 2015



Program Maturity

Mature our business processes and ensure strategic alignment of activities

Objectives

- Update guiding documents
- Improve cross-workstream communication and coordination

Associated Assessment Category

- Program accountability



Strategic Growth

Grow the number of HSIN users with focused business development and increase the value of HSIN to the users

Objectives

- Support federated partners and new business
- Maintain stakeholder relationships and governance structure

Associated Assessment Category

- System capability
- Information accessibility
- Policy compliance



Mission Enhancements

Evolve HSIN to meet future information sharing needs

Objectives

- Implement new features and capabilities for HSIN users
- Improve operations (backlog, configuration, environments)

Associated Assessment Category

- System capability
- Customer satisfaction



HSIN | Homeland Security
Information Network

<http://www.dhs.gov/hsin>
HSIN.Outreach@hq.dhs.gov

Delivering Mission Success